

"EXCELLENCE STARTS WITH PERSONNEL"

IT GIVES ME A GREAT DEAL OF PLEASURE TO BE ABLE TO SPEAK TO YOU TODAY, AS YOU BEGIN YOUR OFFICE CONFERENCE. I AM PARTICULARLY PLEASED WITH THE "EXCELLENCE AND PERSONNEL" THEME YOU HAVE SELECTED THIS YEAR. NO ONE CAN MAKE MORE CRITICAL CONTRIBUTIONS TO "EXCELLENCE" IN THE AGENCY THAN THE OFFICE OF PERSONNEL.

IN THAT REGARD, I WISH TO PAY SPECIAL TRIBUTE TO YOUR ACCOM- *Effective challenge of our requirements* PLISHMENTS DURING THE PAST YEAR IN THE AREA OF RECRUITMENT.

- YOU BROUGHT ON BOARD SUBSTANTIALLY MORE FULL-TIME PERMANENT EMPLOYEES THAN IN ANY OTHER YEAR ON RECORD.
- YOU ARE NOW HIRING AT VIRTUALLY DOUBLE THE RATE OF A DECADE AGO.
- YOU FURNISHED THE DIRECTORATE OF OPERATIONS MORE CAREER TRAINEES THAN IN ANY YEAR OF THE PAST 15.
- CONFRONTED WITH CRUCIAL PERSONNEL SHORTAGES IN THE OFFICES OF COMMUNICATIONS, FINANCE, AND SECURITY, YOU MOUNTED SPECIAL ADVERTISING AND RECRUITING EFFORTS AND OVERCAME THOSE SHORTAGES IN QUICK ORDER.
- YOU HIRED MORE CLERICALS THAN IN ANY PREVIOUS YEAR.
- AND, YOU EMPLOYED MORE GRADUATE FELLOWS--FROM A GREATER NUMBER OF COLLEGES--THAN AT ANY TIME IN THE PAST.

TO WHAT ARE THESE ACHIEVEMENTS OWED? THERE IS NO MYSTERY HERE. THEY ARE OWED TO MORE EFFECTIVE ADVERTISING. TO CLOSER COORDINATION WITH MEDICAL AND SECURITY OFFICES. TO MORE ACTIVE

RECRUITING IN SECRETARIAL SCHOOLS IN NEARBY CITIES. TO A PRE-SLOTTING PROGRAM THAT SPEEDS UP PROCESSING. TO REFINEMENTS OF THE ADP SYSTEM, AND TO MANY OTHER ENHANCEMENTS OF THE PROCESSING MACHINERY.

BUT MOST OF ALL, YOUR ACCOMPLISHMENTS STEMMED FROM HARD WORK AND INSPIRED DEDICATION IN THE FACE OF UNYIELDING DEMANDS FROM IMPATIENT COMPONENTS AND, YES, CRITICISM THAT YOU WEREN'T DOING ENOUGH, FAST ENOUGH. WE ARE ALL SUBJECTED TO SUCH PRESSURES, SO I APPRECIATE WELL THE ENVIRONMENT IN WHICH YOU WORK. YOUR CREATIVITY AND DEDICATION ONCE AGAIN EXEMPLIFY WHAT PERSONNEL OFFICERS CAN DO WHEN THEY SET THEIR SIGHTS ON EXCELLENCE.

BUT THE PRESSURES WON'T DIMINISH. THE RECRUITMENT GOALS FOR THE COMING YEAR WILL CHALLENGE YOUR SKILLS AND ENDURANCE AS NEVER BEFORE. BUT I URGE YOU NOT TO BE BLINDED BY THOSE PRESSURES TO THE POSITIVE CONTRIBUTION YOUR WORK HAS MADE, AND WILL CONTINUE TO MAKE, TO THE AGENCY. THE NEW EMPLOYEES YOU BRING ON BOARD ARE THE LIFEblood AND THE FUTURE OF THIS GREAT ORGANIZATION. WITHOUT SUCCESS IN RECRUITING AND RETAINING THE BEST PEOPLE, OUR ACCOMPLISHMENTS IN OBTAINING BETTER TOOLS FOR OUR PEOPLE WILL COME TO NAUGHT.

YOU SHAPE AN APPLICANT'S FIRST IMPRESSION OF THE AGENCY THROUGH YOUR INITIAL CONTACT. YOU CONTINUE TO CONTRIBUTE TO AN EMPLOYEE'S ATTITUDE AND MORALE THROUGHOUT HIS OR HER CAREER: AND YOU PROVIDE THE LAST IMPRESSION OF THE AGENCY AS AN EMPLOYEE SEPARATES OR RETIRES.

DURING A PERIOD OF RESTRICTED BENEFITS AND INCREASING COMPETITION WITH PRIVATE INDUSTRY FOR TALENTED EMPLOYEES, WE NEED TO BE PARTICULARLY CONCERNED ABOUT THE QUALITY OF WORK LIFE. REAL JOB SATISFACTION

STEMS FROM SUBSTANTIVE WORK ASSIGNMENTS: BUT YOU HAVE THE POWER TO SIGNIFICANTLY ENHANCE THE PROFESSIONAL AND TEAM-ORIENTED ATMOSPHERE THAT ALL OUR EMPLOYEES NEED AND DESIRE.

I KNOW THAT YOU HAVE BEEN MAKING GREAT EFFORTS TO ENSURE THAT OUR EMPLOYEES RECEIVE THE KIND OF SERVICES AND SUPPORT THAT WILL ALLOW THEM TO FLOURISH. YOUR RECENT EFFORTS HAVE RESULTED IN INCREASED HEALTH BENEFITS FOR EMPLOYEES WITH AN ACCOMPANYING SIGNIFICANT REDUCTION IN COSTS FOR ANNUAL PREMIUMS. THIS REVERSAL OF SPIRALING HEALTH COSTS AND DECREASING BENEFITS IS ESPECIALLY GOOD NEWS FOR OUR EMPLOYEES. YOU HAVE BEEN IN THE FOREFRONT OF THE EFFORT TO PROTECT OUR RETIREMENT ENTITLEMENTS. THE OP TEAM HAS CAREFULLY TRACKED CONGRESSIONAL ACTIVITY REGARDING PROPOSED RETIREMENT LEGISLATION AND DEVELOPED A NUMBER OF INNOVATIVE APPROACHES TO STRENGTHEN AND PROTECT OUR RETIREMENT SYSTEM. AND THESE ARE JUST YOUR MORE PUBLICIZED RESULTS OF WHICH YOU SHOULD BE PROUD.

IT IS ALSO QUITE EVIDENT THAT MORE AND MORE APPLICANTS ARE FINDING THE AGENCY A CHALLENGING AND REWARDING PROSPECTIVE EMPLOYER. THIS IS ALL THE MORE REMARKABLE IN VIEW OF THE RECENT PUBLICITY CONCERNING THE PROSPECT OF REDUCING BENEFITS IN THE FEDERAL SECTOR. WHAT BRINGS IN THESE APPLICANTS IS THE ENTHUSIASM AND PRIDE WE COMMUNICATE TO THEM CONCERNING OUR CHALLENGES AND THE WAY WE ARE PREPARING TO MEET THEM. THIS AURA OF EXCELLENCE IS COMMUNICATED TO AGENCY APPLICANTS WITH THEIR FIRST CONTACT WITH OUR PERSONNEL REPRESENTATIVES, AND OUR INCREASING NUMBER OF HIRES TESTIFIES TO THE SUCCESS OF YOUR MESSAGE TO THEM. WE MUST ALL CONTINUE TO WORK TOGETHER EVEN MORE EFFECTIVELY, AND I APPLAUD

YOUR RECENT EFFORTS IN INCREASING THE INVOLVEMENT OF OUR SUBSTANTIVE OFFICES THROUGHOUT THE AGENCY IN OUR RECRUITMENT EFFORTS.

I CONGRATULATE ALL OF YOU FOR YOUR WILLINGNESS TO TRY NEW WAYS, AND FOR RECOGNIZING AND SUPPORTING THE AGENCY'S INCREASING NEED FOR MORE FLEXIBLE, RESPONSIVE PERSONNEL SERVICES. I KNOW OTHER CHANGES ARE BEING CONSIDERED AND URGE YOU TO START IN THIS CONFERENCE.

THIS CONFERENCE HOLDS GREAT POTENTIAL BENEFIT FOR BOTH YOUR OFFICE AND THE AGENCY. SINCE I AM INTERESTED IN YOUR PROGRESS, I ASK THAT YOU PROVIDE ME WITH A MEMO WHICH SUMMARIZES YOUR CONFERENCE ACHIEVEMENTS.